Physicians are increasingly young and female. This new generation prioritizes lifestyle and work-life balance over compensation, and they are increasingly seeking employment over owning their own practices.

**New Demographic Profile**

- **Percentage Distribution of U.S. Physicians by Age and Gender, 2013**
  - <35: 22.7%
  - 35-44: 28.6%
  - 45-54: 18.7%
  - 55-64: 16.5%
  - >65: 9.7%

**New Graduates Prioritize Lifestyle**

- **Factors Ranked Most Important by New Graduates**
  - Personal time: 69%
  - Lifestyle: 61%
  - Employment: 50%

**Changing Demographics and Priorities**

- Physicians are increasingly seeking employment over owning their own practices.
- Prioritizes lifestyle and work-life balance over compensation.
- New generation prioritizes lifestyle and work-life balance.
- Most physicians are now part of large care delivery enterprises, requiring new communication and management skills.

**Text Excerpt**

- “Most physicians are now part of large care delivery enterprises, requiring new communication and management skills, and they must now learn to function in a fully digital world.”

**Changing Job Requirements**

- Physicians are increasingly young and female.
- New generation prioritizes lifestyle and work-life balance.

**Text Excerpt**

- “Together, these changes place unprecedented pressure on today’s physicians. Overwhelmed and burned out, they are eager for tools and techniques to help them adapt. To succeed in this new clinical environment, suppliers and services firms must re-align their offerings and commercial strategies with the realities of today’s physician workforce.”

**Changing Performance Standards**

- Patients are more demanding on access, cost, and service.
- Physicians must meet new standards to attract and retain patients.

**Text Excerpt**

- “The physician workforce has undergone tremendous transformation—significant demographic shifts; an onslaught of practice changes, both financial and clinical; and unprecedented demands for greater financial and quality transparency. Given the rapid pace of change, it’s no wonder concerns about physician burnout are making headlines nationally.”

**Diagrams**

- A new demographic profile showing percentage distribution of U.S. physicians by age and gender.
- New graduates prioritize lifestyle factors.
- Physicians as care team managers.
- Quality data comes at a cost.
- Engaging physicians.
- Physician burnout.

**FOUR WAYS TO WIN**

1. **Engage the broader care team**
   - Understand how RNs and pharmacists infl uence product choices and care decisions.
   - Support team communication, collaboration, and top-of-license activity.
2. **Assess access barriers**
   - Focus on patient education, engagement, and holistic care.
   - Support physicians’ need to document, understand, and track their own performance.
3. **Assess access barriers**
   - Assume physicians care about both the cost and quality impact of your offerings.
   - Support payment, not punishment, of quality data.
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**Empowered Patients Making Demands**

- Loyalty driven by access.
- Patients asking about cost.
- Decisions driven by reviews.

**Text Excerpt**

- “Patients listing convenience as a major factor when choosing a PCP.”

**Quality Data Comes at a Cost**

- Average minutes lost per day by primary care physicians as a result of their EMRs.

**Text Excerpt**

- “Quality data will be used to infl uence clinical and economic buyers.”

**Physician Burnout a Growing Concern**

- 54% of physicians report being burned out.

**Text Excerpt**

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